

WORKING MOTHER REPORT

BEST COMPANIES FOR

 **HOURLY
WORKERS**



Making

it

Work



From our kids' day care providers to our baristas to our grandmothers' nursing home attendants, many of the women who enable professional working moms to thrive face tough challenges when it comes to their own work life needs. The Best Companies for Hourly Workers have the answers. BY KATHERINE REYNOLDS LEWIS





BEST COMPANIES FOR HOURLY WORKERS

When DeAna Jimenez's 6-year-old daughter, Serenity, caught the flu and whooping cough last December, DeAna, 38, stayed home with her, missing out on four days of pay and bonuses in the lucrative pre-Christmas period. "I easily lost out on \$250," recalls the single mom, who works full-time as a store team leader at a specialty foods company in Denver but receives no paid leave. "That's a light bill; it's a week's worth of groceries."

At least she didn't lose her job—a result that isn't uncommon among hourly-working moms forced to choose between their families and their work. Such stories are familiar to Linda Meric, executive director of 9to5, National Association of Working Women, a grassroots advocacy group for low-income women. "Especially in these tough economic times, no worker can afford to lose pay or a job because they have to care for their own or a family member's health," Meric says. "And yet there are far too many hourly workers who are faced with exactly that dilemma. The ways in which some employers cheat and mistreat their workers are numerous and varied."

From erratic scheduling and low wages to no health insurance or paid time off, the nonsalaried employees



The 2013 Best Companies for Hourly Workers know that treating employees right is not only the right thing to do, it's also good for business.

who help us at the fast-food restaurant, store or hospital too often face the toughest work life challenges. That's why *Working Mother* honors the 2013 Best Companies for Hourly Workers, which have found solutions to these problems and strive to provide opportunities for nonexempt employees to advance into salaried and management roles. These 12 Best Companies have been judged on more than 300 questions, ranging from benefits and training to flexibility and paid time

off, and include retailers, hospitals and manufacturers. These varied employers have one thing in common: All know that treating hourly workers right is not only the right thing to do, it's also good for business—a positive culture is a competitive advantage in an economy that increasingly requires highly trained workers at all levels.

Planning Ahead

One of the most basic stress points for hourly workers is their weekly, or even

The Winners

Predictable schedules, paid time off and health insurance help these companies hold on to their valuable nonexempt workers.

Best Buy

RICHFIELD, MN

PRESIDENT & CEO Hubert Joly
EXECUTIVE VP, HUMAN CAPITAL
Carol Surface

Looking for a way to move up in the world? Employees who work for this consumer electronics retailer can access a slew of coaching initiatives, leadership development programs, on-site job training sessions and workshops on career-related topics to help them achieve their professional goals. Great benefits are available to anyone who puts in at least 32 hours of work per week.

Bon Secours Virginia

RICHMOND, VA

CEO Peter Bernard
ADMINISTRATIVE DIRECTOR, WORK & FAMILY SERVICES Dawn Trivette

For many of the employees at this health care system, the job is more than a paycheck—it's a lifeline. "I owe everything to Bon Secours," says hospice director Leslie Smith, a former hourly worker who used \$32,000 in forgivable loans and tuition aid from her employer to pursue bachelor's, master's and doctoral degrees. Hourly workers also launch serious health care careers in the 22-week School at Work program.

Capital One Financial

McLEAN, VA

CHAIRMAN & CEO Richard Fairbank
CHIEF HR OFFICER Jory Berson

If you're searching for customized work arrangements that fit the demands of your personal life, look no further than this bank, where a wide range of positions allow employees to adjust their hours, telecommute, job-share, request night or weekend shifts and more. Within any framework, there's plenty of room for advancement, as the bank also offers formal mentoring, coaching and nearly 5,000 training programs and courses.

PREVIOUS PAGE: CLOCKWISE FROM TOP: THE WASHINGTON POST/GETTY IMAGES; GETTY IMAGES; CORBIS; MEL VATES/GETTY IMAGES; CORBIS; GETTY IMAGES. THIS PAGE: MARK EDWARD ATKINSON/TRACEY LEE/BLEND IMAGES/CORBIS.

daily, schedule. While many salaried working mothers long for flexible weeks or reduced hours, hourly-working moms wish for more predictable schedules that include enough work time to pay for their families' needs. The retail and restaurant industries, in particular, have been known to ramp employees' hours up and down, often at the last minute, as sophisticated staffing software gets better at predicting the minute-to-minute demand for smoothies or buy-one-get-one-free apparel.

It's an issue that is central to the increasing number of people now working part-time. Since 2006, the retail and wholesale sector has cut 1 million full-time jobs and added more than 500,000 part-time jobs, for a total of more than 18 million positions nationwide, according to the Bureau of Labor Statistics. Especially pernicious: the proliferation of call-in shifts (meaning an employee must make herself available for work without the guarantee of a paid shift) and the practice of notifying people when they report to work that they're not needed that day. Currently, only a handful of states require employers to pay a certain minimum amount for "reporting time" in the latter case.



changes and cancellations that don't leave them any flexibility in terms of transportation or child care."

It doesn't have to be this way. For example, when registered nurse Megan Sanders, 29, was pregnant with her son, Gavin, she fretted over how to manage child care during her 12.5-hour shifts. "Day cares are not conducive to nurse's hours," says Megan, who works in an intermediate care nursery at the University of New Mexico Hospitals, a Best Company for Hourly Workers for the past four years.

With her supervisor, Megan constructed a plan to work primarily Fridays, Saturdays and Sundays, when her mother-in-law

Some 2013 Best Companies for Hourly Workers allow employees to swap shifts through technological solutions like instant messaging and online scheduling.

"All the flexibility is on the employer's side and not the workers' side," says Vicki Shabo, director of work and family programs for the advocacy group the National Partnership for Women and Families, which recently interviewed hourly workers as part of a U.S. Labor Department initiative. "We heard from a lot of people who have no flexibility, no predictability, lots of last-minute

or husband could watch Gavin, now 2, and the company has stuck to it.

Beyond such individual scheduling, some Best Companies also allow workers to swap shifts through technological solutions like instant messaging and online scheduling, to accommodate doctor's visits and school events. At Capital One Financial, for instance, customer

General Motors

DETROIT, MI

CHAIRMAN & CEO Daniel Akerson
VP, GLOBAL HR Cynthia Brinkley

This famed automaker offers its full-time hourly workers access to a strong employee assistance program, \$5,000 in college tuition aid and resource and referral services for both child and elder care. Corporate employees are also able to utilize gyms at headquarters and in Warren, MI, and fitness classes are available at several manufacturing plants. Eligible full-time hourly workers at the company receive a minimum of 26 paid days off annually.

Hilton Worldwide

MCLEAN, VA

PRESIDENT & CEO Christopher Nassetta
CHIEF HR OFFICER Matthew Schuyler

Talk about a win-win situation. Many of the reservations agents at this hospitality company work from home, but they can still take part in career programs that allow them to supervise teams, try out different positions or train new hires, all of which could eventually help them move into human resources or the managerial ranks. Leadership mentoring programs for employees provide valuable career guidance and job-shadowing opportunities.

Marriott International

BETHESDA, MD

PRESIDENT & CEO Arne M. Sorenson
EXECUTIVE VP & CHIEF HR OFFICER David Rodriguez

Hourly employees score 73% of all management positions at this hospitality services company, and at least part of their success must be attributed to the fact that they work closely with their supervisors on career planning. In South Florida, they also enjoy their own Career Days and can formally arrange to speak with executives in their desired lines of business to figure out if those areas are a good fit for them.



BEST COMPANIES FOR HOURLY WORKERS



On average, 99 percent of full-time nonexempt employees at the 2013 Best Companies for Hourly Workers have access to paid time off.

service representatives can agree on a schedule swap by instant message and then enter it into the computer system.

This kind of schedule flexibility is crucial to employee satisfaction and retention, asserts John Wilcox, executive director of Corporate Voices for Working Families. "When you are going to work is just as important as how much you're being paid," he says.

Paying the Bills

Still, a great work schedule won't help if you earn so little that you can't make

ends meet. "Whether you're hourly or salaried, if you're not making enough to raise a family on, that's a problem," says Amy Traub, senior policy analyst with Demos, a research and advocacy organization.

That's one reason Donna Horton, 39, loves working at General Motors, which she joined in 1994. Sure, she starts on the Corvette line at 6:12 a.m. and may work 8 or 10 hours. But after 4:42 p.m., her day is clear to spend time with Alex, 15, Rachel, 12, and Macy, 2. "I've been very grateful for the

fact that I've had a consistent schedule, I've made good money, and I haven't been away from them from 8 in the morning to 2 the next morning to close a restaurant," says Horton, who is a final fitter at the Bowling Green, KY, plant. "I know mothers who have to work more than two jobs to make things work for their families."

Equally important is paid time off, another area in which the Best Companies shine. On average, 99 percent of full-time nonexempt employees with a year of service at the Best Companies have access to paid time off, while 10 Best Companies provide paid leave to part-timers. By contrast, nationwide, 23 percent of American adults have lost a job or been threatened with losing a job for taking time away for their own illness or a sick family member, according to the National Partnership.

At eight Best Companies, hourly employees are eligible for job-protected maternity leave beyond the 12 weeks required by the Family and Medical Leave Act. For Jill Canada, 32, a client program coordinator at direct mail and marketing company Valassis, in Houston, this benefit was a job-saver when she was ordered to bed rest in her twenty-eighth week of pregnancy with twins last summer. Her employer's response? Don't worry, a position will be waiting for you when you're ready to return. "This company is completely different from any other I've been at when it comes to being flexible for

Mercy Health System

JANESVILLE, WI

PRESIDENT & CEO Javon Bea

VP, HR & ORGANIZATIONAL DEVELOPMENT
Kathy Harris

Generous time-off policies and flexible schedules attract employees to this health care system. "The numerous community clinics and specialty centers allow me to move up, down and around as my circumstances change," explains Laurie Collins, a registered nurse. Under the Combined Time Off program, anyone who works 20 hours or more per week may take at least nine paid days off annually (after one year of service).

Sodexo

GAITHERSBURG, MD

PRESIDENT & CEO George Chavel

SENIOR VP & CHIEF HR OFFICER
Peri Bridger

Staying fit is important to hourly workers at this food and facilities-management services company. If they like, they can take advantage of its free nutrition counseling, health and lifestyle coaching, discounted medical premiums or gym memberships; on-site fitness centers are also available in some locations. At least 60% of those who are eligible for health insurance have signed up for it.

University of New Mexico Hospitals

ALBUQUERQUE, NM

CEO Stephen McKernan

ADMINISTRATOR, HR James Pendergast

Formal mentoring and job training abound for hourly workers at this academic medical center, with 550-plus instructor-led classes, clinical scholarship and advancement programs, comprehensive education on critical care essentials, and courses on improving communication and understanding cultural dynamics. Special succession programs help to boost high-potential staff members into leadership roles.



BEST COMPANIES FOR HOURLY WORKERS

appointments,” says Jill, who remembers a prior position where 90 days’ notice was required to take any of five allotted annual vacation days. “Taking a vacation day or personal day—even if you needed to go to the doctor in the morning—was frowned upon. Coming here is a breath of fresh air.”

Jill’s employer finds that she and her co-workers are the oxygen that sustains the company: “We value our associates and the passion they have for our business, so we work closely with them to accommodate their schedules when a special need arises, whether it’s the occasional doctor’s visit or parent-teacher conference or an extended medical leave,” says Leslie Lenser, senior vice president, human resources.

Getting Healthier

It’s no surprise these days to find out that low-pay and service jobs are less likely to offer employer-provided health insurance than salaried ones. Across the nation’s lowest-wage jobs, only about a third of all employees had access to employer-provided medical benefits in 2012, while only 19 percent participated in them, according to the Bureau of Labor Statistics. Meanwhile, women in full-time service jobs are often completely uninsured, with 35 percent of restaurant workers, 36 percent of cashiers and 26 percent of retail sales assistants lacking insurance, versus only 16 percent of all U.S. women,



Sixty-one percent of nonexempt employees at the 2013 Best Companies for Hourly Workers participate in personal health insurance programs.

according to an analysis of 2010 Census Bureau data by the National Women’s Law Center. Indeed, one survey of 4,300 restaurant employees found that only 10 percent receive employer-provided health insurance.

The Best Companies offer their employees benefits packages that can include not only health insurance but also tuition reimbursement and retirement plans, as well as other service discounts. All told, 41 percent of hourly employees at the Best Companies participate in family health insurance programs (and 61 percent in personal health insurance programs). On average, hourly employees at the Best Companies must work a minimum of 21 hours per week to be eligible.

Rose Kangethe, 40, a human resources generalist at the BWI Airport Marriott Hotel, taps Marriott International’s tuition reimbursement every year, having earned her bachelor’s degree and delved deep into a master’s degree during her 16 years with the company. “There were nights I had to do my homework and Lizzy was sitting right on my foot,” says the mom of Joy, 9, Cyrus, 7, and Elizabeth, 4. “But then I was still able to wake up the next morning and look forward to going to work.”

Rose, who started as a food runner in a Marriott restaurant, also uses her discounts on Marriott hotels and vacation packages, such as a Hawaiian vacation this year, and has set aside funds through the health savings account to

University of Wisconsin Hospital and Clinics

MADISON, WI

PRESIDENT & CEO

Donna Katen-Bahensky

SENIOR VP, HR Janice Bultema

Looking to develop new skills? Hourly employees at this academic medical center can pick up cool extracurricular classes right at the office (everything from self-defense and photography to budgeting and home-buying), and they’ll pay little or nothing to do so. They can also enroll in the 32-week School at Work program to enhance their career prospects (while getting paid).

Valassis

LIVONIA, MI

PRESIDENT & CEO Rob Mason

SENIOR VP, HR Leslie Lenser

In 2012, this media and marketing services company introduced a training program for employees who work in its client services and manufacturing functions, offering courses on leadership, conflict resolution, communication, team dynamics and more—all of which enhance their existing skills and better position them for advancement. To keep its workforce feeling great, the company offers health insurance to anyone working at least 20 hours per week.

WellStar Health System

MARIETTA, GA

PRESIDENT & CEO Reynold Jennings

EXECUTIVE VP, HR & ORGANIZATIONAL LEARNING David Anderson

It’s obvious that this health care organization considered the needs of its hourly workers when designing its benefits package. Requiring only that they be scheduled for at least 16 hours of work per week, it offers them medical insurance, 36 weeks of job-guaranteed parental leave (with partial pay), \$10,000 in adoption assistance (per child) and at least \$2,250 in annual tuition aid.

fix her teeth. Plus, her youngest daughter goes to a day care that offers Marriott employees a 20 percent discount.

Moving Up

Tellingly, the Best Companies aim to create a culture of advancement. Among the 2013 class of winning companies, all offer job skills training for nonexempt employees, while seven have formal advancement programs meant to identify future leaders among the hourly workforce. Half have formal compensation programs that reward managers who help hourly employees advance. Also notable: Among all employees promoted from hourly to salaried positions last year at the Best Companies, 47 percent were women.

Setoria Key, 36, who started at Sodexo as a human resources administrative assistant eight years ago, is one of those women who have risen through the ranks. Initially, "I called myself the phone girl," says



the single mom, who worked on-site at Sodexo's operation running the University of Maryland-Baltimore County dining services. But through Sodexo's action learning program, which allows employees to use work experience for coursework and take classes online at odd hours, Setoria earned a bachelor's degree while working and raising her daughter, now 14.

Now Setoria is a senior program specialist in the talent acquisition group. "As soon as I got my degree, I was able to apply for other positions so I could get higher pay and further my career with Sodexo," she says.

Inspired, she wrote to Sodexo's vice president of diversity to request even more opportunities for all hourly employees to gain more competencies and skills so they could advance. Within a few months, the company

launched a professional development program offering networking, learning and mentorship. "I've never experienced that with any other company I've ever worked for," says Setoria. At Sodexo, "even in a huge organization, they pay attention, listen and care about the little people."

The company says that focusing on workers is vital: "Sodexo's employees represent our greatest sustainable resource," says Rohini Anand, senior vice president and global chief diversity officer. "Supporting internal mobility and enabling employees to exercise options such as flexible work schedules increases productivity, creativity and commitment to the operation."

DeAna Jimenez hopes to work for just that kind of employer in the future. "One day," she says, "my goal is to be able to make enough money so that I can give back, so I can have an extra \$200 to say to some family, 'Here's \$200 so you can have Christmas.'" ■

DRIVEN TO BE THE BEST.

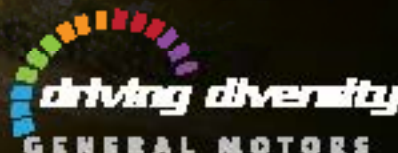


Chevrolet Buick



From the assembly line to executive roles, our women leaders are helping us shape our company. Together we're building a global team that is propelling us toward an exciting future. Come see how you can be part of the driving force behind the new General Motors.

Above from left: Mary Barra, GM Senior VP, Global Product Development; Alicia Boler-Doyle, VP, Global Quality and U.S. Customer Experience



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